

MARION COUNTY FY 2016-17 BUDGET
BUDGET OFFICER'S MESSAGE AND SUBSEQUENT ACTIONS



BUDGET OFFICER'S MESSAGE

**Marion County Annual Budget
Fiscal Year 2016-2017
Budget Officer's Message**

Mission Statement

*We serve the public to protect, promote, and enhance a positive quality of life
in Marion County.*

June 2, 2016

Members of the Budget Committee, Board of Commissioners, and citizens of Marion County:

The Fiscal Year 2016-17 Proposed Budget – Innovative Leadership

With an improving economy, the FY 2016-17 Proposed Budget enhances existing programs, continues our infrastructure renewal, while at the same time maintains our long-term commitment to sustainable services. The Board of Commissioners has established short and long-term goals for communications, customer service, economic development, public safety, public health, mental health, government efficiency, transportation infrastructure, waste management, and emergency management. With the leadership of the Board of Commissioners, Marion County is using an enterprise approach to providing exceptional, professional services to our residents. Marion County is known throughout the state for innovative programs and for breaking down governmental silos providing both synergy and efficiency to our service delivery. For example, the Health Department's Psychiatric Crisis Center, the Sheriff, and local police work together to divert the mentally ill from altercations with law enforcement and incarceration. It means that the District Attorney and community partners such as Liberty House, and the Center for Hope and Safety work together to provide wraparound services to women and their children who are survivors of abuse. The Public Works Department works with other governments to develop and maintain a network of transportation and quality farm to market roads, and Community Services' employees are working with communities in the North Santiam River Canyon to improve both their economies and services. The City of Salem, Marion County and the Salem-Keizer School District are collaborating on a plan to install Internet fiber throughout the region to improve access and connectivity for each organization. These are just a few of the innovations by Marion County employees that serve the residents of Marion County.

The Marion County Fiscal Year 2016-17 Proposed Budget totals \$387,937,501 with a net increase of 13.35 FTE. The General Fund totals \$88,473,600 and all other funds total \$299,463,901 (see Table I). General Fund resources have decreased by \$990,048 due to reductions in Net Working Capital. The General Fund ending fund balance is \$5.6 million or 6.96% and the contingency is \$1.4 million, which is budgeted for unforeseen costs. The ending fund balance for the total budget is \$57.8 million. This budget meets all county budget and policy requirements and provides funding to meet the Board of Commissioners' priorities.

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FY 2016-17 Budget Drivers

Our local economy continues to grow as indicated by employment growth in the Salem Metro area of 5,300 jobs in the last year, a 3.4% increase. While the growth statewide was 3.5%, nationally employment was up only 1.9%. Legislative Revenue Officer Paul Warner, in discussions with the Council of Economic Advisors, indicated that the Oregon economy is improving dramatically. The unemployment rate is the lowest since World War II, construction activities are up, tax collections are higher, lottery revenues are on the increase and we are seeing much higher asset values. As the economy has improved, the county has also grown and reached an historic high of 1,425.88 Full Time Equivalent employees or an 8.69% growth over the last four years. Most of the increases in employees are in our largest departments—76.01 in Health, 14.69 in Public Works, 10.75 in Community Corrections, and 7.85 in Central Services. Budgetary controls over General Fund FTE have been effective in keeping growth manageable in the General Fund.

Property Tax Revenue—Currently, our budgeted property tax revenues for FY 2016-17 are estimated to increase by 4.95% over the current estimate for FY 2015-16 according to the Council of Economic Advisors. However, because the national economy is growing more slowly than Oregon's and according to Paul Warner we may have reached a cyclical peak, we are being very cautious in dedicating funds to program growth. Another outcome of increased property values, due to Measures 5 and 50, is a change in property tax compression. We lost \$561,122 due to compression in FY 2014-15, and \$365,369 in FY 2015-16. The current estimate for FY 2016-17 is a loss due to compression of \$256,500. Clearly, as property values increase, compression is reduced and revenues increase. On the other hand, with the increase in property values we lose more revenue to Urban Renewal Districts. The estimated loss in revenue from these districts in FY 2016-17 is \$1,793,900.

Wages, PERS, Health and Other Benefits—The FY 2016-17 budget adds 13.35 FTE, with 1.0 Deputy in the Sheriff's Office, 1.0 FTE in Community Services, 1.0 in Business Services, 4.0 in the District Attorney's office and 8.43 in the Health Department. The total cost of all personnel is \$140 million for an increase of 2.9% or \$4 million. These costs are comprised of salaries and wages totaling \$91.3 million, health benefits of \$23 million and PERS (including debt service) at \$17.7 million. Total fringe benefits, including payroll taxes, amount to \$48.9 million or 35% of total personnel cost.

Due to the PERS system's dependence on investment revenues, the PERS fund has not been able to maintain a sufficient balance to meet future needs. The legislature has attempted to solve this under funding, but the Supreme Court has invalidated the legislature's approach. While this court decision will not affect the current budget, we will need to prepare for the increase in FY 2017-18. PERS has estimated rate increases to local governments of as much as 10% to 20% for at least the next three biennia or an increase for Marion County of as much as \$2.3 million in FY 2017-18. PERS and health insurance costs are major factors in our decision to grow programs slowly.

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Debt Service—We appropriate \$4.2 million in the Debt Service Fund for two Limited Tax Pension Obligations issued by the county in 2002 and 2004 to provide for the county's unfunded actuarial liability with PERS. In addition, the budget contains an appropriation of \$1,548,675 from the General Fund for debt service on the 2005 refunding obligations for the Courthouse Square bonds. Payments on capital improvement loans for improvements at the Jail, Work Center and Health Department total \$882,277 for the 2013 original loan of \$9.95 million and an estimated \$745,000 for a second loan of \$9.95 million proposed in this budget to finish our last major capital improvement projects. The total debt service budget for FY 2016-17 is \$8.03 million.

While local county revenues have improved, Marion County has an export dependent economy and the economic problems in China, Europe and other large economies worry us about future economic growth. In addition, the conditions of our state's ports and transportation systems make it difficult to move products to market. We also know that we have future costs established by the state and federal governments, such as PERS and minimum wage, which we cannot control. The conservative fiscal approach taken by the Budget Committee and Board in the past should continue and means that we need to be very careful and build only new programs we can sustain into the future.

Other Funds—There are 34 dedicated and other funds that are budgeted separately from the General Fund and cannot be used for general purposes. Some of the largest of these dedicated funds include: a \$70.8 million Health Fund; a \$51.9 million Road Fund; a \$35.5 million Self-Insurance Fund; a \$29.7 million Environmental Services Fund; \$27.7 million in three combined Capital Projects Funds; and a \$16 million Community Corrections Fund. State law and prudent financial planning requires the establishment of these funds. These dedicated and other funds comprise \$299,463,901 or 77% of the total budget.

Program Highlights

Communications—In September 2015, we redesigned our website with a more contemporary look and feel along with new features and new ways to find information. The primary goals of the web redesign are to make program and services information easy to locate for customers unfamiliar with the county structure and improved customer service. The website features: shared meeting/event calendars, shared news display, advanced search functions, easy links to popular programs and services, a dedicated alerts and emergencies page and maps to each department. Salem's long-time professional photographer Ron Cooper was hired to capture the beauty and diversity of Marion County. His photographs are featured on the new website and throughout the budget presentation. They are accessible at www.co.marion.or.us.

Economic Development—The county's revitalized Economic Development program is coordinated through the Community Services Department. County leadership, the Economic Development Advisory Board (EDAB), and staff have strengthened the county's economic development strategies.

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The county will continue its focus on the North Santiam River Canyon economic revitalization efforts. The program includes working with community leaders to address region-wide water and sewer infrastructure needs that will support business capacity and spur economic development throughout these communities. In FY 2016-17, the county will explore the viability of a countywide plan for broadband.

In order to manage the growing economic development program, this budget proposes a new economic development coordinator position in FY 2016-17. The additional staff will allow us to focus on supporting business expansion, strategic partnership development, and assessment and planning. In the upcoming year, we will identify short and long-term strategies to address infrastructure, capacity, and business climate issues. Some of the projects will include a lands inventory, GIS mapping and business retention and expansion, as well as implementing a rural Main Street development program. The department has submitted a request for two AmeriCorps volunteers to work directly with rural communities throughout the county.

The department also staffs the Children and Families Commission, which has refocused its attention to three youth development priorities: 1) increased youth access to strength-based, family-centered interventions that promote family management and positive youth development; 2) youth workforce development; and 3) actively seeking collaborative, system-level grants to enhance or transform service availability in our county. The commission secured a health systems innovation grant of \$97,380 to bring an evidence-based training model to youth and family organizations and mental health professionals using the Family Check-Up model.

Public Safety— Marion County was awarded \$3.5 million in biennial funding from the Oregon Criminal Justice Commission to fund community investments in prisoner reentry and victim services. House Bill 3194 (2013) created a Justice Reinvestment policy for Oregon designed to reduce costs and avoid new prison construction by reducing recidivism and diverting offenders from state prisons. These funds target the approximately 3,700 individuals on parole or probation in Marion County. On an annual basis, approximately 600 prison inmates are released into Marion County, one of the highest per capita rates in Oregon.

Using state Criminal Justice Commission dollars, Marion County made several investments to reduce recidivism:

- Added several parole and probation deputies to divert high and medium-risk property offenders from state prison;
- Enhanced the Jail Reentry Program that provides 90-day treatment and mentoring programs for offenders transitioning from the county jail;
- Funded the Student Opportunity for Achieving Results (SOAR) program, a 12-week intensive reentry program on the Chemeketa Community College campus;
- Provided housing stipends for an additional sixty clients.

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Additional enhancements include:

- Mental health and substance abuse treatment services through Bridgeway Recovery Services;
- An enhanced family support program at Family Building Blocks relief nursery;
- Victim advocates at Center for Hope & Safety and a mental health therapist at Liberty House; and funding for the De Muniz Resource Center.

The Public Safety Coordinating Council held a telephone town hall meeting on April 28 for the Salem and Keizer communities. Callers were able to ask questions of Sheriff Jason Myers, Salem Police Chief Jerry Moore, Keizer Police Chief John Teague, District Attorney Walt Beglau, Juvenile Director Faye Fagel, and Commissioner Janet Carlson, council chair. More than 1,500 Marion County residents tuned in to the town hall to ask questions and listen to discussions with the participants. Over the past few months, the council has hosted a series of town hall discussions in communities across Marion County.

Measure 91—In November 2014, the possession and sale of marijuana was approved by the Oregon voters. However, Marion County voters defeated Measure 91 by 51.56%. As such, the law allows the county to put the future expansion of marijuana growing, manufacturing, distribution, and sales to a vote.

The board adopted an ordinance that places a measure on the November 2016 ballot prohibiting the establishment of recreational marijuana operations in the unincorporated areas of Marion County. A second ordinance approved by the board will add a 3% tax on recreational marijuana if the voters approve the establishment of recreational marijuana operations. The ordinances do not prevent any incorporated city from allowing these activities and many cities in Marion County have taken action to allow recreational marijuana businesses. Neither of these ordinances encroach on an individual's right to possess, grow or use marijuana under the rules in Measure 91. In addition, existing medical marijuana dispensaries and growers are not prohibited by the ordinances.

Solid Waste— Marion County manages a nationally recognized integrated system that ensures the safe and sanitary disposal of solid waste. The county prioritizes waste reduction and recycling and recovers energy from the material that remains. Due to the efforts of residents and businesses, the county maintains one of the highest recycling rates in the state. Including credits received for reuse, home composting and waste reduction programs, our communities recycled 59.7% of all waste generated in 2014.

Over the last year, the commissioners and the Solid Waste Management Advisory Council have been reviewing the impacts of various market conditions on the county's solid waste system. The commissioners and the Solid Waste Management Advisory Council have held several public meetings to discuss the possibility of increased tipping fees to preserve current service levels and maintain DEQ's mandatory reserves.

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The Marion County Board of Commissioners approved new solid waste disposal fee increases that will go into effect October 1, 2016. The new fees include a \$20 increase in the per ton tip fee for franchised garbage haulers, as well as at the Salem-Keizer Recycling & Transfer Station and the North Marion Transfer Station.

The new fee for garbage haulers will be \$87.45 per ton and \$107.45 per ton at the transfer stations. This is the first increase in tip fees since 1992. Residential customers may see an increase in their garbage service of 6-8% resulting from the new tip fee.

Transportation—The Public Works Department continues to review and improve our paved and gravel roads. In FY 2016-17, the department will allocate resources to respond quicker and more effectively to problems with gravel road potholes and wash boarding during the summer dry season. They will also use soil stabilizers on steeper slopes as well as upgrading a water tanker truck with new technology that will aid in reshaping and grading dry road surfaces. In addition, they will complete 16.9 more miles of chip sealing than what was accomplished in Calendar Year 2015.

This year, Marion County celebrates the 100th year anniversary of the Gallon House Bridge. Marion County built the \$1,310 bridge over Abiqua Creek in 1916 and it is the county's oldest bridge. The Gallon House Bridge is the last remaining of four covered bridges in Marion County and is on the National Register of Historic Places.

Health—Over the past four years, the Health Department has gone from a \$54 million budget with 348 FTE to a budget of \$71 million and 424 FTE. The increases are due primarily to the large increases in Adult Behavioral Health with a nearly \$3 million increase, Drug Treatment Services increasing by \$2.2 million, Acute Forensic Services increasing \$2.1 million and Children's Behavioral Health by \$1.5 million.

In keeping with our enterprise philosophy, the Marion County Health Department has partnered with Polk County Health Department and the Willamette Valley Community Health organization to implement the region's first cross jurisdictional comprehensive community health assessment. The MV-WRAP program has reduced juvenile recidivism and time spent in detention. The Psychiatric Crisis Center has received recognition for its collaborative partnerships with law enforcement and become a model for other counties in Oregon. The Public Health Division was the first county public health authority in Oregon to receive national accreditation. Since then Clackamas, Deschutes and Crook have also received accreditation. The Women Infants and Children's (WIC) program was one of 55 nationwide and the only WIC agency in Oregon to receive the Loving Support Award of Excellence given out by the United States Department of Agriculture. The department's Assertive Community Treatment (ACT) team, in its first formal fidelity review, received the second highest fidelity score in Oregon. The Health Department exemplifies the commitment and dedication of county employees in service to our community.

Decision Packages

Of the 25 Decision Package requests, I am recommending the approval of 13. I added a Human Resources Specialist in Business Services to assist with compensation and

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classification studies for \$78,088 and an additional \$15,000 for custodial supplies. I have approved the new Economic Development Coordinator position for \$91,441 in Lottery Funds for the Community Services Department. In the District Attorney's Office I have added a Department Specialist 4 for \$62,599 and a Juvenile Dependency Prosecutor for \$92,284; I increased Materials & Services in the Juvenile Department by \$5,000 for leased juvenile detention beds and \$6,055 for Probation Officers' Vests; and an increase of \$110,597 for a Care Coordinator, Youth Support Partner and Peer Support Specialists for the Health Department to provide "JWrap" support for juveniles. I have approved \$30,000 in IT for maintenance of the Jail Nortel phone switch and \$185,668 in cost increases to production systems and operational activities. In the Sheriff's Office, I have approved \$54,826 for increased communications/dispatch service costs and 1.0 FTE for a Canyon Patrol Deputy at \$110,703. In the Public Works Department, I have approved \$5,000 for new signs in the county parks. The installation of new signs will provide users with directions to and proper use of park facilities.

A \$30,000 loan to the Marion County Housing Authority is budgeted for the rehabilitation of the Wood Park Terrace Apartments. An intergovernmental agreement to be signed by the Housing Authority and the Board of Commissioners includes interest at the rate of the Local Government Investment Pool with the term ending in 2021.

I have not approved 12 requests. The largest was four requests including, 2.0 FTE to provide increased staffing in the Juvenile Department. The cost for these four decision packages totaled \$148,274 from the General Fund. I also have denied four requests from the IT Department totaling \$116,815 and a request of \$40,000 from Business Services for maintenance and grounds keeping. Finally, I denied requests from the DA's Office for 3.0 FTE costing \$197,106 of which \$111,250 would come from the General Fund.

FY 2016-17 Capital Improvements Projects

The total Capital Project Funds Budget is \$27,755,941, which is a decrease of -3.6% due to the completion of the Health Building renovation in October 2016. The Board has approved four major capital projects at two campuses. They are a Juvenile Courtroom and Administrative Building remodel totaling \$6.6 million, and the Sheriff's Parole and Probation Building replacement and new Central District Office for \$11.6 million. The FY 2016-17 proposed budget includes a loan of \$9.95 million as we continue addressing some of the highest priority capital needs for our aging infrastructure. The amounts budgeted to spend in FY 2016-17 total \$6.3 million for the Juvenile Department and \$11.6 million for the Sheriff.

There are also a variety of building repairs started in FY 2015-16 and carried forward in this budget. While renovating the Health Department building, we are also using funds from the Employer at-Injury Program (EAIP) to replace the elevators in the health building. EAIP funds can be used for health and safety.

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Building Remodel and Repair	
Projects Carried Forward from FY 2015-16	
Health Building Renovation	\$2,596,081
Work Release Center HVAC	919,483
Work Release Center Roof	900,000
Health Elevator Replacement	31,575
Juvenile Detention Flooring	34,000
CH2 Sidewalk Repair	28,104
Contingency	943,596
New Project in FY 2016-17	
Dog Shelter Flooring & Coving Repair	25,000
TOTAL	\$5,477,839

This budget provides \$3.6 million for a variety of equipment purchases. Major purchases include: a replacement for the District Attorney's Case Management System, IT data storage, a new Clerk's ballot sorter, and a new phone switch at the Health Building.

Equipment	
Projects Carried Forward from FY 2015-16	
Cash Management System	\$ 60,000
Clerk Ballot Sorter	276,000
DA Case Management System	750,000
Completion of Radio Channel Phase 2	32,000
Contract Management System	25,000
Fiber Optic Installation	35,000
IT Data Storage Project	343,632
New Projects for FY 2016-17	
Phone Switch at Health Building	285,000
Animal Management Software	140,000
Jail Video Storage	120,000
Oracle Application Management Software	73,200
Oracle Test Servers	80,000
GIS Imagery	80,000
Electronic Key Center for Facilities	51,700
Food Steamer for Jail	23,500
Clerk Archive Shelving	20,500
Dog Shelter Generator	12,000
Contingency	1,191,137
TOTAL	\$3,598,669

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We are also providing \$535,982 for a variety of IT equipment including new data storage and server replacements as part of the IT assessment to county departments.

IT Equipment Replacement	
Windows Server Upgrade	\$176,000
Windows Desktop Upgrade	113,000
Network Hardware Replacements	99,400
IT Server Replacement	70,000
Core Network Switch	55,000
Netmail Archive Storage	15,000
Contingency	7,582
TOTAL	\$535,982

In Closing

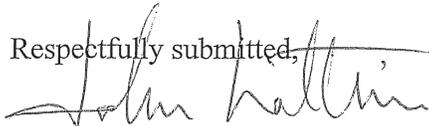
The budget is a policy document, which establishes the operational plan for delivering programs and services to county residents and one-time investments. With the adoption of the budget, the Board of Commissioners establishes the funding priorities for the upcoming year and strategic direction into the future.

Every year the budget team critically analyzes revenues and expenditures and looks for opportunities to improve both the budget process and the budget document. The individual department budgets have been grouped together by service sector and presented by department, program, and fund. Additional schedules, spreadsheets, and detailed documentation are also provided to ensure transparency and a comprehensive review of the entire budget. You will notice the budget book is somewhat smaller this year as the formatting has been revised and duplicated material removed.

I am proud to announce that the Government Finance Officers Association of the United States and Canada (GFOA) has awarded Marion County its fifth consecutive Distinguished Budget Presentation Award for the FY 2015-16 budget document. To receive this award, the county has to satisfy nationally recognized guidelines for effective government budgets.

It takes a strong team to put this budget together and I would like to thank the entire budget team for their hard work and dedication. I also thank the Marion County Council of Economic Advisors who helped us develop our revenue estimates. As always, I thank the Board of Commissioners and the citizen members of the Budget Committee for maintaining high standards of fiscal responsibility. Working together with our citizens, communities, businesses, and employees we will continue to create innovative partnerships and programs benefitting all of Marion County.

Respectfully submitted,



John Lattimer, Chief Administrative Officer and Budget Officer
jlattimer@co.marion.or.us

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Table I

Resources and Requirements
FY 2015-16 and FY 2016-17 with Percent Change

Resources			
	2015-16*	2016-17	%
	Budget	Proposed	Change
General Fund			
Revenue	\$78,654,136	\$80,950,251	+2.92%
Net Working Capital	10,809,512	7,523,349	-30.40%
Total GF Resources	\$89,463,648	\$88,473,600	-1.11%
All Funds			
Resources	\$281,603,200	\$284,748,542	+1.12%
Net Working Capital	114,331,471	103,188,959	-9.75%
Total Funds Resources	\$395,934,671	\$387,937,501	-2.02%
Requirements			
	2015-16*	2016-17	%
	Budget	Proposed	Change
General Fund			
Requirements	\$83,993,746	\$81,439,229	-3.04%
Contingency	529,656	1,401,103	+164.53%
Ending Fund Balance	4,940,246	5,633,268	+14.03%
Total GF Requirements	\$89,463,648	\$88,473,600	-1.11%
All Funds			
Requirements	\$308,258,669	\$309,394,940	+0.37%
Contingency	20,620,809	18,203,701	-11.72%
Reserves	2,506,844	2,525,900	+0.76%
Ending Fund Balance	64,548,349	57,812,960	-10.43%
Total Funds Requirements	\$395,934,671	\$387,937,501	-2.02%

*Includes 2rd supplemental

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BUDGET COMMITTEE BUDGET CHANGES

The Budget Committee modified the Budget Officer's proposed budget. They approved three independent budget modifications which increased the total county budget \$48,000.

The committee approved the addition of one .75 FTE regular position and supporting costs for the Community Services Department Administration Program to shore up its administrative capacity. This is a General Fund activity. There is \$55,774 budgeted for Personnel Services and \$5,000 budgeted for Materials and Services. The committee also approved the addition of one 1.00 FTE regular position and \$62,531 for the Juvenile Department Case Management Program to provide support to probation officers.

The last modification was a \$48,000 transfer from the General Fund to the Health Fund Environmental Health Program. The funds are to establish funding for vector control, specifically mosquitos, to help prevent the spread of mosquito-borne diseases.

Countywide FY 2016-17 Budget

	BUDGET COMMITTEE CHANGES				BUDGET COMMITTEE APPROVED
	BUDGET OFFICER PROPOSED	General Fund	Health Fund	TOTAL CHANGES	
RESOURCES					
Taxes	68,949,000	0	0	0	68,949,000
Licenses and Permits	3,275,350	0	0	0	3,275,350
Intergovernmental Federal	11,329,675	0	0	0	11,329,675
Intergovernmental State	60,700,010	0	0	0	60,700,010
Intergovernmental Local	16,472,065	0	0	0	16,472,065
Charges for Services	67,914,358	0	0	0	67,914,358
Admin Cost Recovery	25,673,158	0	0	0	25,673,158
Fines and Forfeitures	2,425,271	0	0	0	2,425,271
Interest	1,054,211	0	0	0	1,054,211
Other Revenues	362,973	0	0	0	362,973
General Fund Transfers	11,118,497	0	48,000	48,000	11,166,497
Other Fund Transfers	5,288,974	0	0	0	5,288,974
Settlements	235,000	0	0	0	235,000
Financing Proceeds	9,950,000	0	0	0	9,950,000
Net Working Capital	103,188,959	0	0	0	103,188,959
TOTAL RESOURCES	387,937,501	0	48,000	48,000	387,985,501
REQUIREMENTS					
Personnel Services	140,224,909	118,305	30,000	148,305	140,373,214
Materials and Services	85,976,550	5,000	18,000	23,000	85,999,550
Administrative Charges	23,995,086	0	0	0	23,995,086
Capital Outlay	34,268,495	0	0	0	34,268,495
Debt Service Principal	4,659,785	0	0	0	4,659,785
Debt Service Interest	3,372,879	0	0	0	3,372,879
Special Payments	569,325	0	0	0	569,325
Transfers Out	16,327,911	48,000	0	48,000	16,375,911
Contingency	18,203,701	(171,305)	0	(171,305)	18,032,396
Reserves	2,525,900	0	0	0	2,525,900
Ending Fund Balance	57,812,960	0	0	0	57,812,960
TOTAL REQUIREMENTS	387,937,501	0	48,000	48,000	387,985,501

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Marion County General Fund Budget
FY 2016-17

	BUDGET OFFICER PROPOSED	BUDGET COMMITTEE CHANGES	BUDGET COMMITTEE APPROVED
<u>RESOURCES</u>			
Taxes	68,649,000	0	68,649,000
Licenses and Permits	62,000	0	62,000
Intergovernmental Federal	221,600	0	221,600
Intergovernmental State	3,604,900	0	3,604,900
Charges for Services	3,561,169	0	3,561,169
Fines and Forfeitures	220,000	0	220,000
Interest	619,000	0	619,000
Other Revenues	15,000	0	15,000
Other Fund Transfers	3,997,582	0	3,997,582
Net Working Capital	7,523,349	0	7,523,349
TOTAL RESOURCES	88,473,600	0	88,473,600
<u>REQUIREMENTS</u>			
BY DEPARTMENT			
Assessor's Office	5,796,173	0	5,796,173
Clerk's Office	2,533,372	0	2,533,372
Community Services	580,594	60,774	641,368
District Attorney's Office	8,611,359	0	8,611,359
Justice Court	883,244	0	883,244
Juvenile	10,122,167	62,531	10,184,698
Sheriff's Office	38,853,496	0	38,853,496
Treasurer's Office	420,760	0	420,760
Non Departmental Operations	13,638,064	48,000	13,686,064
<i>Materials and Services</i>	1,755,321	0	1,755,321
<i>Administrative Charges</i>	734,246	0	734,246
<i>Special Payments</i>	30,000	0	30,000
<i>Transfers Out</i>	11,118,497	48,000	11,166,497
Contingency	1,401,103	(171,305)	1,229,798
Ending Fund Balance	5,633,268	0	5,633,268
TOTAL REQUIREMENTS	88,473,600	0	88,473,600
BY CATEGORY			
Personnel Services	49,873,196	118,305	49,991,501
Materials and Services	10,850,306	5,000	10,855,306
Administrative Charges	9,567,230	0	9,567,230
Special Payments	30,000	0	30,000
Transfers Out	11,118,497	48,000	11,166,497
Contingency	1,401,103	(171,305)	1,229,798
Ending Fund Balance	5,633,268	0	5,633,268
TOTAL REQUIREMENTS	88,473,600	0	88,473,600